

## ERW JOINT COMMITTEE

**16<sup>TH</sup> JULY 2018**

### HR PROPOSAL

**Purpose:**

To propose the creation of 3 permanent posts, to stabilise and strengthen the Central Team.

**RECOMMENDATIONS / KEY DECISIONS REQUIRED:**

**The Joint Committee endorse the above proposal to create 3 posts and implement during current financial year.**

**REASONS:**

Stability of Central Team.

**Report Author:**

**Designation:**

**Tel No.**

**E. Mail:**

# **EXECUTIVE SUMMARY**

## **ERW JOINT COMMITTEE**

**16<sup>TH</sup> JULY 2018**

### **HR PROPOSAL**

#### **BRIEF SUMMARY OF PURPOSE OF REPORT**

The lack of stability and permanent capacity in the ERW Central Team has been a risk highlighted to Joint Committee since November 2016. The Review and Reform Programme was envisaged as providing a solution to this work, however the lack of progress on the programme has led to the need for the following paper to configure roles and responsibilities.

The Joint Committee is requested to support the creation of three permanent posts. This will stabilise the team and go towards meeting the grant conditions of the RCSIG.

**DETAILED REPORT ATTACHED?**

**YES**

## IMPLICATIONS

Policy, Crime & Disorder and Equalities <b>NONE</b>	Legal <b>YES</b>	Finance <b>YES</b>	Risk Management Issues <b>YES</b>	Staffing Implications <b>YES</b>
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### 1. Finance

The posts proposed in the paper will have implicit funding implications

### 2. Risk Management

The lack of permanent posts at senior level in ERW presents risks of instability within the Central Team

### 3. Staffing Implications

See the body of the proposal for all staffing implications

## CONSULTATIONS

Details of any consultations undertaken are to be included here

Not applicable

**List of Background Papers used in the preparation of this report:**

**THERE ARE NONE**

## **ERW Configuration of Roles and Responsibilities**

### **1 Introduction**

- 1.1 Since its inception ERW and its Central Team has grown on the basis of need. It has become evident that the current size and scope of responsibility within the team is restricting the capacity to respond to the ever increasing demands via Welsh Government and other key stakeholders.
- 1.2 The organisational constraints have resulted in ERW being unable to respond quickly and positively to change and has prevented ERW on occasion from fully engaging in new projects and working effectively with the other consortia.
- 1.3 As a consequence, ERW is not progressing at the same rate as other consortia and has found it is less prepared to address or accommodate key aspects of the education reform agenda.
- 1.4 Unfortunately the internal reforms scheduled and discussed have not made progress over the last two years, therefore it is critical that specific issues relating to conditions of service, workload, capacity, accountability and performance are dealt with immediately.
- 1.5 The organisational structure currently in place (see appendix A), whilst considered 'fit for purpose' when first implemented, is now a significant barrier to the introduction of initiatives for current and future improvement as it has evolved on an ad hoc basis.
- 1.6 The structure does not provide the Managing Director with the intelligence, flexibility or capacity to utilise the resources effectively to respond to the demands of the organisation and the Welsh Government. In addition it is not efficient and well planned.
- 1.7 Most importantly the current structure does not enable to Consortium to deal with underperformance in schools and with staff, in a constructive, consistent and meaningful way.
- 1.8 The proposals in this report are also an attempt to minimise disruption to the team as far as possible.
- 1.9 Following review and HR advice this proposal is put forward for consideration by the Joint Committee.
- 1.10 The aim of the proposal is to take into account
  - i. The stabilisation of the central team
  - ii. Funding constraints
  - iii. Equitable and fair conditions of service for all ERW employees

- iv. Secure sufficient staff for the roles and responsibilities of the organisation
- v. Provide an efficient and effective workforce with the right skills and knowledge to undertake their roles
- vi. Improve staff wellbeing and morale and enable management to respond positively to individual lifestyle changes
- vii. Improve the quality of the service provided
- viii. Manage performance and capability issues more effectively
- ix. Allow for clear career progression and succession planning
- x. Maintain flexibility within the organisation whilst having clarity of role accountability and function
- xi. Minimise any risks associated with equal pay claims
- xii. Minimise any potential employee relations issues

## **2 Proposal**

2.1 This proposal was introduced at the Executive Board meeting on 22<sup>nd</sup> June 2018 and it was recommended that it be passed to the Joint Committee for final consideration.

2.2 It is recommended that the Managing Director (MD) will line manage three permanent roles in the structure (please see job descriptions attached):

- i. Head of Support & Curriculum
- ii. Head of School Performance & Leadership
- iii. Head of Business Improvement

The MD currently line manages post i & ii above and post iii is vacant. Should the board be minded to make the 3 posts permanent it is recommended that an internal competitive process is initiated across the ERW region to ensure open competition and equality of appointments. It is recommended that the Lead Director, MD and Head of HR be included in the selection panel.

2.3 Salaries for the positions has been assessed at the following:

- i. Head of Support & Curriculum – Soulbury 35 – 37 plus 3 SPA's
- ii. Head of School Performance & Leadership – Soulbury 35 – 37 plus 3 SPA's
- iii. Head of Business Improvement has been evaluated as NJC Grade 12.

2.4 The Head of Support & Curriculum will line manage:

- i. Support for Learners Co-ordinator
- ii. Strategic Lead for Secondary Support
- iii. Head of Digital Learning
- iv. Portfolio Lead for Pioneer Schools.

2.5 The Head of Performance & Leadership will line manage:

- i. Senior Regional Challenge Advisor for Welsh in Education
- ii. Programme Co-ordinator for the New Deal
- iii. Professional Learning Co-ordinator
- iv. Leadership Consultancy Support
- v. Senior Challenge Advisor for Quality & Development

The Head of Business Improvement will line manage:

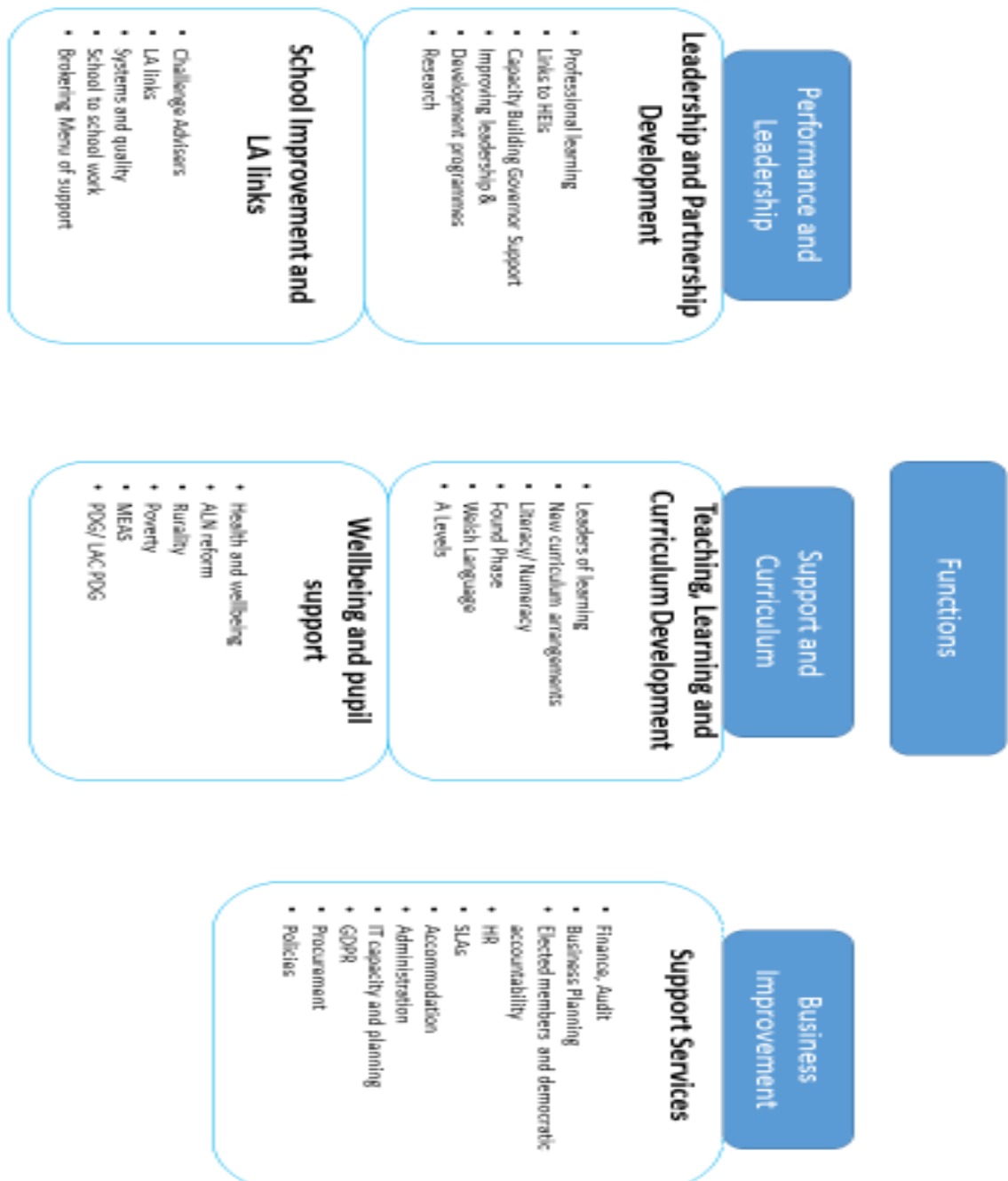
- i. Operation & Project Manager
- ii. HR Advisor
- iii. Senior Accountant
- iv. Workstreams Officer
- v. HLTA Programme Co-ordinator
- vi. Events Officer.

### **3 Recommendations**

3.1 The Joint Committee endorse the above proposal to create 3 posts and implement during current financial year.

## Annex 1

### Function of ERW team



## **ERW JOINT COMMITTEE HR PROPOSAL**

### **Supporting / Additional information from ERW Executive Board**

**Agreed to be presented at Joint Committee**

### **Supporting / Additional Information from ERW Advisory Board**

**Agreed to be presented at Joint Committee**